

## FY 2009-2013 STRATEGIC PLAN

***Licensing: Assure that licensing of qualified individuals for the practice of nursing occurs in a timely, technologically-advanced, cost-effective manner to increase the availability of licensees while protecting the public.***

### Performance Measures:

- 100% of applicants that are licensed are qualified according to the law.
- 100% of completed applications are accurately processed within established time frames.

### Strategies:

- Review NCSBN template for business continuity during a disaster. *FY 2009-FY 2011  
In process.*
- Evaluate nurse licensure compact. *FY 2010 Leadership Academy presented discussion on national licensure, including the nurse licensure compact, at the August 2011 Board meeting.*
- Develop and implement a business continuity plan. *Ongoing  
There is a draft business continuity plan and it was presented to the Board in FY 2008. There are still some areas of concern that have to be addressed but the plan is to complete the development in FY 2010. Administrative staff reviewed Governor's directive to have continuity of operations plan in place by June 1, 2010. Review in process.*
- Review curriculum requirements and evaluate how to address licensure of those individuals licensed in other states by equivalency. *FY 2009  
Discussion regarding those applicants who complete a portion of an RN program, go to Florida and take the NCLEX-PN exam and attempt to endorse into Alabama was discussed at December 2008 work session. Number of applications for those with "equivalency" education are increasing although the numbers are still small. Letters sent to those applicants who were licensed by equivalency. Added a question to the online endorsement application asking if the applicant graduated from a nursing program and if the answer is no, does not allow them to go forward with the application.*
- Review NCSBN's Uniform Core Licensure Requirements. *FY 2009-2010  
Andy Stewart, Barbara Johnson, and Leslie Vinson attended an NCSBN meeting in Chicago in November 2008 related to the UCLR. UCLR spreadsheets were distributed to Board members at the December work session. NCSBN will have a committee reviewing the UCLR in FY 2009. Received recommendations from NCSBN and reviewed by the Board at the October Board meeting. Comments submitted to NCSBN. Reviewed at June 2011 Board meeting in anticipation of 2011 Delegate Assembly. Passed at 2011 Delegate Assembly.*

***Nursing Education Program Approval: Enforce standards and outcomes for nursing education programs in a timely, technologically-advanced, cost-effective manner to promote preparation of qualified candidates for licensure.***

### Performance Measures:

- 100% of nursing education programs are monitored for compliance according to established law.
- 100% of non-compliant nursing education programs receive notice of areas of non-compliance with an offer of consultation from Board staff.
- 100% of nursing education programs that do not comply with established standards in the time frame specified by the Board have a hearing as required by law.

#### Strategies:

- Review and analyze nursing education annual reports. *Annually*  
*Initial analysis has occurred and program directors notified regarding errors in report. Complete analysis will be provided to the Board when all the reports are complete. Graduation rate data discussed March 2009. Analysis of nursing education annual report is on May agenda. Proposed new report on September 2009 agenda. Report for FY 2009 online with a deadline for response of November 19, 2009. Analysis of annual reports on January 2010 agenda for Board discussion. Elements for academic year 2009-2010 report submitted to the Board at the February 2010 Board meeting. Elements presented to nurse educators at ACAPNEP meeting in March 2010. Progress in developing online application for academic year 2009-2010 and anticipate online report being available in September 2010. Deadline for 2009-2010 academic year was October 15, 2010. Better response rate. Summary and analysis on January 2011 Board agenda. Samples of systematic plans of evaluation presented to Board at April 21 meeting. Workgroup selected to work on annual report and SPE format. Workgroup members are Martha Lavender, Cathy Dearman, Carol Stewart, Lynda LaRue and Monica Cauley (if she prefers). Katie Drake Speer will meet with the group to discuss steps. Group presented ideas at August 2011 meeting and will bring to Board in September to finalize data elements. Board finalized data elements. Development continues for 2010-2011 academic year report. Notice sent to all schools that academic year 2010-2011 Annual Report due December 16, 2011. Reports currently under analysis. Analysis on March 2012 agenda. Education Committee reviewing reports.*
- Provide consultation within the parameters of the legal requirements for nursing education program approval. *Ongoing*  
*Ms. Drake-Speer is providing consultation during deficiency visits. See site visit reports. Meetings with Chattahoochee Valley Community College Interim President and Department of Post Secondary Education occurred in October 2010 to discuss deficiency response. Meeting with Virginia College-Birmingham administrators to discuss areas of concern related to approval and non-compliance with regulations.*
- Review outcome measures in the rules. *FY 2010*  
*Board reviewed Chapter 610-X-3, Nursing Education Programs for the first time at the June 17, 2010 meeting. Reviewed at the July 2010 meeting. Sent via list serve to nursing education deans/directors/organizations. On September 2010 agenda for consideration. Approved at September 2010 meeting. Filed with Alabama Legislative Reference Services. Published in September 30, 2010 Alabama Administrative Monthly. Posted on Board's web site. Sent via list serve to all nursing education programs. Presented changes to ACAPNEP on October 8, 2010. Public hearing held October 21, 2010. On agenda for November 2010 for final certification. Board discussed increasing focus on results of systematic plan of evaluation. SPE reviewed at April 21, 2011 meeting. Workgroup established to evaluate format for SPE and annual report. Annual report for academic year 2010-2011 in progress. Notice sent to all schools that academic year 2010-2011 Annual Report due December 16, 2011. Based on review of nursing education program hearings, outcome measure rules on January 2012 agenda specific to NCLEX reporting time period. Proposed amendments approved and additional information to be provided to the Board at a future meeting. Proposed rules posted on Board's web site and filed with Legislative Reference Service. Deadline for comments is March 4, 2012. On agenda for March 2012 meeting for final certification. Other issues on the March agenda including NCLEX. Amended rule not certified at March 2012 board. Amended rule proposed April 2012. Approved by Board. Filed with Legislative Reference Service.*

*Posted on Board's web site and sent via list serv to nursing education programs.  
Deadline for comments is June 4, 2012.*

- Evaluate standards for approval of new nursing education programs. FY 2010

*Board reviewed Chapter 610-X-3, Nursing Education Programs for the first time at the June 17, 2010 meeting. Reviewed at the July 2010 meeting. Sent via list serve to nursing education deans/directors/organizations. On September 2010 agenda for consideration. Approved at September 2010 meeting. Filed with Alabama Legislative Reference Services. Published in September 30, 2010 Alabama Administrative Monthly. Posted on Board's web site. Sent via list serve to all nursing education programs. Presented changes to ACAPNEP on October 8, 2010. Public hearing held October 21, 2010. Final certification at November 2010 Board meeting. Became effective December 24, 2010. On January 2012 agenda to discuss requirement for accreditation of institutions. Approved amendment specifying what teaching experience allowed for administrator of nursing program. Left accreditation requirement in the rules. Discussed proliferation of nursing programs at February 2012 meeting.*

- Evaluate requirements for on-site clinical faculty. FY 2010

*Board reviewed Chapter 610-X-3, Nursing Education Programs for the first time at the June 17, 2010 meeting. Reviewed at the July 2010 meeting. Sent via list serve to nursing education deans/directors/organizations. On September 2010 agenda for consideration. Approved at September 2010 meeting. Filed with Alabama Legislative Reference Services. Published in September 30, 2010 Alabama Administrative Monthly. Posted on Board's web site. Sent via list serve to all nursing education programs. Presented changes to ACAPNEP on October 8, 2010. Public hearing held October 21, 2010. Final certification at November 2010 meeting. Became effective December 24, 2010.*

- Evaluate requirements for faculty licensure for online nursing programs. FY 2010

*Board reviewed Chapter 610-X-3, Nursing Education Programs for the first time at the June 17, 2010. Reviewed at the July 2010 meeting. Sent via list serve to nursing education deans/directors/organizations. On September 2010 agenda for consideration. Approved at September 2010 meeting. Filed with Alabama Legislative Reference Services. Published in September 30, 2010 Alabama Administrative Monthly. Posted on Board's web site. Sent via list serve to all nursing education programs. Presented changes to ACAPNEP on October 8, 2010. Public hearing held October 21, 2010. Final certification at November 2010 meeting. Became effective December 24, 2010.*

***Discipline/VDAP: Enforce scope and standards of practice of licensed nurses in Alabama to assure protection of public safety, health and welfare.***

**Performance Measures:**

- 100% of disciplinary cases are resolved in accordance with the law.
- 75% of disciplinary cases are resolved within six months of receipt of initial complaint. FY 2009: 68% in < 180 days; 32% > 180 days; FY 2010: 83% in < 180 days; 17% > 180 days; FY 2011: 28.7% > 180 days; 71.3% < 180 days
- 100% of VDAP and probation participants are monitored for compliance with Board agreement/order and non-compliance is addressed within established time frames.

**Strategies:**

- Evaluate recidivism and Board approach to discipline of recidivists. FY 2010  
*Until the new licensing management system (LMS) is in place, meeting this requirement is not administratively feasible.*

- Evaluate ability to track monitoring and recidivism. *FY 2009*  
*Until the new licensing management system (LMS) is in place, meeting this requirement is not administratively feasible.*
- Identification of and implementation of a reliable searchable tracking database. *Ongoing*  
*Cyberbest Technologies staff met with the legal staff during the week of February 23, 2009 to determine the data elements and processes legal would like to see and have available to them. Board approved Cyberbest proposal April 2009. Kick off meeting May 11, 2009. Development in process. Legal processes requirements in process as of November 2, 2009. Development continues.*
- Evaluation of treatment requirements for those with chemical dependency. *FY 2010*  
*Board reviewed VDAP rules and approved amendments June 17, 2010 that included treatment requirements for substance use disorders including dependence. New VDAP rules in effect September 24, 2010. UAB Addiction Recovery Program staff presented information about treatment at April 2012 meeting.*
- Evaluate extension of monitoring, particularly those with opiate addiction or dependency. *FY 2010*  
*Discussed during VDAP regulation review. No decision made to increase extension of monitoring.*
- Advocate legislation to provide the Board with stronger statutory authority to address safe practice for those applicants and licensees with mental illness. *FY 2009*  
*According to the legislative staff to the Sunset Committee, the Sunset legislation will address mental illness. As of the end of 2008, no draft legislation has been seen. The language was included in the Sunset legislation that went to the Governor on 2/24/2009 for signature after passing the House and Senate. Bill signed by Governor. Effective March 5, 2009. Nurse Practice Act on Board's web site replaced with new language.*
- Evaluate practice probation stipulations and processes of monitoring. *FY 2009*  
*With the advent of a new nurse consultant who is responsible for overseeing probation monitoring, it is anticipated that this strategy will be a focus for FY 2012. Probation monitoring review occurred at March 2012 meeting.*
- Evaluate criminal background checks including fingerprinting. *FY 2009*  
*The investigators and EO attended a conference in Guntersville where the state's fingerprinting expert spoke. Ms. Maples attended an NCSBN meeting in FY 2008 where fingerprinting was discussed. Staff continues to evaluate the issues surrounding fingerprinting. SB 443 would allow for background checks through the Alabama Criminal Justice Information Center for licensing agencies. Did not pass in the 2009 regular legislative session.*
- Develop and implement employment monitor preparation. *FY 2009*  
*With the advent of a new nurse consultant who is responsible for overseeing probation monitoring, it is anticipated that this strategy will be a focus for FY 2012.*
- Develop, review, and implement a model of treatment and monitoring. *FY 2010*
- Evaluate lengthening of drug screening requirements. *FY 2009*
- Solicit input from those who have successfully completed monitoring. *FY 2010*
- Revise discipline rules. *FY 2010*  
*A brief beginning review occurred at the December work session and will occur at the February meeting. The practice chapter requires revision to aid in revision of the discipline chapter. Chapter 6 and 7 reviewed at June meeting. Proposed new chapter presented to the Board at March meeting. On May agenda for final certification. Final certification at May meeting. Became effective June 25, 2010.*
- Revise VDAP rules. *FY 2010*

*Issues reviewed by Board at April 2010 meeting. Approved amendments to regulations and definitions at the June 17, 2010 meeting. Published to web site and sent to treatment providers. Public comment ended August 4, 2010. Final certification at August 19, 2010 meeting. Became effective September 24, 2010.*

***Practice: Develops, implements, and enforces standards of nursing practice.***

**Performance Measures:**

- 100% standardized procedures annual reports are reviewed, analyzed, and evaluated.
- Annual communication of standardized procedures to the schools of nursing.

**Strategies:**

- **Revise regulations specific to standards of nursing practice. FY 2009**  
*The December 2008 work session focused on proposed revisions of Chapter 610-X-6, Standards of Nursing Practice. Based on Board input, additional revisions will be reviewed at the February meeting. Regulations reviewed at February meeting and will be reviewed again in June. Reviewed at June 18 meeting. Sent to interested parties for feedback and on September 2009 agenda for review. Filed with Legislative Reference Service, published in the September 30, 2009 Alabama Administrative Monthly. Public hearing held October 15, 2009. On November 2009 agenda for final certification. Approved by Board in November. Became effective December 28, 2009. Those that sent in comments were sent informational letters about their comments.*
- **Develop regulations to address nursing care delivered in non-traditional settings. FY 2009**  
*Non-traditional setting regulations moved to Chapter 610-X-7 and reviewed at the December 2008 work session. Will be on February agenda for further review. Reviewed at June 18 meeting. Will be sent to interested parties to review prior to filing. Filed with Legislative Reference Service, published in the September 30, 2009 Alabama Administrative Monthly. Public hearing held October 15, 2009. On November 2009 agenda for final certification. Approved by Board in November. Became effective December 28, 2009. Those that sent in comments were sent informational letters about their comments.*
- **Develop and implement strategies for communicating practice changes to nursing education programs. FY 2009-2010**  
*Discussed including standardized procedures on agenda for Practice Summit in October to discuss changes that have occurred in practice over time. Practice Summit cancelled at March meeting. Amendments to ABN Administrative Code, Chapter 610-X-3, Nursing Education Programs, discussed at June 17, 2010 meeting and includes a section requiring curriculum to address standardized procedures. On September 2010 agenda for consideration. Approved at September 2010 meeting. Filed with Alabama Legislative Reference Services. Published in September 30, 2010 Alabama Administrative Monthly. Posted on Board's web site. Sent via list serve to all nursing education programs. Presented changes to ACAPNEP on October 8, 2010. Public hearing held October 21, 2010. Final certification at November 2010 meeting. Became effective December 24, 2010. Several calls and emails from nursing programs asking how to implement this requirement.*

***Advanced Practice: Enforces laws specific to advanced practice nursing.***

### Performance Measures:

- 100% applicants for advanced practice are approved only if qualified in compliance with the law.

### Strategies:

- All transactions accomplished electronically. *FY 2009*  
*CRNP/CNM application currently in process of development by Alabama Interactive. Anticipate "go live" in December 2009. Delays with changes will likely push this application into January to go live. Repeated problems with the online application caused a cancellation of the process with Alabama Interactive. Working on a prototype currently. Cyberbest Technology is working on online applications starting with RN renewal in 2010. Deactivation of Alabama Interactive providing applications signed and change over to in-house applications anticipated for December 28, 2010. Online applications brought up in-house on December 28 and still working out the bugs in the subscription service. Subscription service and labels as well as online applications brought in house December 28, 2010. After a period of transition, majority of applications are online now. Actively deployed, add/change collaboration, add covering physician, and reinstatement of revoked license are not yet online. Reviewed online process and application for initial CRNP and CNM with Joint Committee for Advanced Practice Nursing to address processes for transmitting new collaboration data between ABN and ABME. Meeting March 2012 to review online application and changes that need to be made.*
- Workable high level database created and maintained for purposes of advanced collaborative practice. *Ongoing*  
*Cyberbest Technologies staff met with advanced practice staff to determine requirements for a database. Cyberbest proposal accepted at March meeting. May 11 is kick off meeting. Development in progress. User acceptance testing for second time occurred. Online applications in process of development. LMS anticipated going live in July 2012.*
- Evaluate NCSBN consensus document. *Ongoing*  
*Discussed at the May 2009 meeting. Dr. Lavender appointed to NCSBN APRIN Committee 2010-2011. Feedback from committee provided at Board meetings. Reports concerns about specialty and population foci definitions. On agenda for November 2011 meeting to compare consensus document with Alabama law. Discussed at December 2011 meeting in conjunction with report on APRN Committee from Dr. Lavender.*
- Investigate models of advanced practice regulation to support a Board of Nursing position regarding advanced practice collaboration. *Ongoing*
- Develop and implement a public marketing plan to educate the public about advanced practice nursing. *FY 2009-2011*  
*Had several meetings with AUM Center for Advancing Technologies to discuss consultation regarding this issue. Agreement signed with AUM. Research in progress now. Preliminary research reviewed and structure of plan. Plan on hold due to budgetary restrictions. Met with marketing faculty from AUM and agreed to have ABN as a project for summer 2011 class on marketing strategies. No cost to the Board of Nursing. Projects submitted to faculty and recorded for review. Reviewed by Board at October 2011 meeting and directed EO to proceed with obtaining production costs. Information about slogan on January 2012 agenda. Board selected "Know Your Nurse" as marketing campaign slogan.*
- Collect data relative to outcomes with APN and other boards' experiences with autonomous control and controlled substances. *FY 2009-2010*
- Monitor all legislation to determine impact on access to care. *Ongoing*  
*CRNP bill had public hearing in Senate Health Committee but not passed out of committee. Charlene Cotton and Genell Lee met with representatives of ASNA and NPAA to discuss upcoming legislation likely to be entered. Repeated review of proposed legislation. Nothing introduced in the 2010 regular session and will continue to monitor in*

the 2011 regular session. 2011 bills are scholarship, investigative authority for agency, and lay midwife bill. Scholarship bill moved out of House committee with favorable report. Not yet in Senate committee. Investigators bill introduced in the House and awaiting committee meeting discussion. Did not pass in session. Discussion scheduled with Joint Committee on January 17, 2012 to discuss controlled substance prescriptive authority for CRNPs and CNMs. JC discussed and offered to allow III-V controlled substance prescriptive authority for CRNPs and CNMs if BME is the certifying body. Proposed bill reviewed at March 2012 meeting and feedback given to Nurse Practitioner Alliance of Alabama.

**Continuing Education: Enforce the standards and outcomes established for mandatory continuing education of licensees.**

Performance Measures:

- 100% of applicants for licensure have continuing education evaluated for compliance with the law.
- 100% of licensees and providers selected for audit are audited in compliance with the law.

Strategies:

- Implement CE provider education for operationalizing rules. *FY 2009*  
*A CE provider day was held May 14, 2009 to review the rules and discuss how to implement the rules. Ms. Morgan scheduled meetings with individual providers to aid them in understanding their responsibilities as a provider. Taping of program on March 25, 2010 will occur for possible use on Camtasia in the future. Technical difficulties led to need to repeat taping. Orientation to CE for providers posted on web site in March 2011.*
- Develop communication methods for informing licensees and schools of nursing about CE. *FY 2009-2010*  
*In addition to discussing consumer education with AUM, met with MBA/MHSA students at UAB in January and asked them, as part of their class project, to develop a plan for communicating with licensees. Provided 2008 RN renewal brochure as an example of communications to licensees about CE and other renewal processes. A rules day was discussed with the Board in May 2009. Charlene Cotton wrote an article in newsletter for the Alabama Association of Nurse Anesthetists in Spring 2010. Carolyn Morgan wrote an article for The Alabama Nurse that was submitted October 28, 2011. Published in the last issue of The Alabama Nurse.*
- Continue to provide direction through CE plan. *Ongoing*  
*2010 Plan approved at January 2010 meeting. Progress in meeting plan reported at Board meeting every other month. Updated plan on January 2011 agenda. Updated plan approved and feedback on each Board meeting report. On agenda for January 2012 for discussion. 2012 plan approved.*
- Evaluate electronic submission. *FY 2009*  
*Changes in CE rules that are effective March 30, 2009 will require a change in the software. Plan is to provide newly updated software for electronic submission process at May 14, 2009 CE Provider Day. New software not developed. Original programmer is working on revisions now. We have the revisions to the software and that project will be on the front burner in 2011. Last revisions being tested.*
- Explore communication with AANS and publishing articles in *The Alabama Nurse*. *Ongoing*  
*An article was published in the June/July issue of The Alabama Nurse related to changes in the CE rules. An article related to renewal is underway for the next issue of The Alabama Nurse. Information about license renewal published in the June 2010 Alabama Nurse. Information about social media published in 2011 as well as continuing education.*

- Explore changes to mandatory class. *FY 2009*  
*Taping of changes to mandatory class occurred in October 2010. Editing in progress.*  
*Changes to mandatory class placed online March 24, 2011.*
- Revise continuing education rules. *FY 2009*  
*First set of proposed changes went out for Notice and Comment. Based on comments received, staff proposed significant changes to rules and Board approved the changes in November 2008. Public hearing scheduled for January 22 meeting. Proposed changes will be on agenda for final certification in February 2009. Final certification occurred at the February 2009 meeting. Rules filed with Legislative Reference Service. New rules became effective March 30, 2009. Additional amendments approved by the Board at October 21, 2010 meeting. Final certification on agenda for January 2011. Final certification occurred, amendments became effective March 1, 2011.*

**Governance: Assure that governance supports the mission, values, vision, and legal mandate of the Alabama Board of Nursing.**

### ***Fiscal Accountability***

#### Performance Measures:

- 100% of financial reports are accurate.
- 100% of Board members and staff comply with financial standards.
- 100% compliance with internal control standards.
- 90% of actual revenues and expenditures are within projected budget.

#### Strategies:

- Continue to provide education for Board members. *Ongoing*  
*Financial policies and a review at the January 22, 2009 Board agenda. Financial policies reviewed during orientation of new members. On agenda for review at January 2011 meeting. Financial policies reviewed at January 2011 meeting. Required ethics training viewed by all Board members. Out of state travel changes on September 2011 agenda. Out of state travel changes also on November 2011 agenda.*
- Document internal control standards and internal auditing procedures. *FY 2009*  
*Jennifer Weaver, CFO, addressed internal control standards and internal auditing procedures at January 2009 Board meeting. Reviewed again at January 2011 meeting.*

### ***Public Accountability***

#### Performance Measures:

- 100% of Board decisions are posted to the Board's web site and included in the Board's annual reports.

#### Strategies:

- Decisions of the Board are evidence-based to the extent possible. *Ongoing*
- Determine which decisions (including minutes) are posted for public review. *FY 2009*

*A web survey was sent to all Executive Officers of other jurisdictions on January 5, 2009 requesting information about what is posted. The deadline for responses is January 19, 2009. The information was on the March agenda. After approval from the Board, the January and February minutes were posted to the web site and an email was sent to 11,000 individuals/organizations on the list serve. The response has been positive.*

- Explore posting of discipline orders to the web site. FY 2009

*A web survey was sent to all Executive Officers of other jurisdictions on January 5, 2009 requesting information about what is posted. The deadline for responses is January 19, 2009. The information was on the March agenda and the Board declined to post discipline orders.*

- Develop marketing plan related to communication with the public and licensees (exploring new means of communication) and legislature. FY 2009-2010

*Had second meeting with Gene Akers of AUM's Center for Advancing Technology. Expect to receive a multi-step proposal to address the issues associated with multi-generational public and licensees in January 2009. Still awaiting proposal from AUM and project from UAB MBA/MHSA students. Agreement signed with AUM. Research in progress. Plan reviewed. Plan placed on hold due to budgetary restrictions. Met with AUM marketing faculty and agreed to have summer 2011 class on strategies to work with us on marketing. Students presented plans. To be reviewed with Board at future meeting. Presented to the Board at the October 2011 meeting. EO to proceed with evaluating production costs. January 2012 agenda contains question about slogan going forward. Selected "Know Your Nurse" and marketing plan under development.*